

ECONOMIC DEVELOPMENT

12.1 - INTRODUCTION

The term economic base relates to the business and industrial life of the community. Independence has a variety of establishments within the city and a number of its residents are employed elsewhere in the metropolitan area. It is important, when examining the economy of Independence, to take into consideration its part in the metropolitan area.

Historically, we have sketched an outline of the growth pattern of the City of Independence from its pioneer village to a sprawling urban center of over 100,00 population, within a metropolitan picture of 1,500,000.

It is a well known fact to the long term residents of Independence that there has been an antipathy toward industrial development. Until the development of the 1968 plan, the general consensus was that Independence would be a residential suburban community with most people commuting to work in the Kansas City area. This attitude has now changed to a general interest in promoting industrial development. The future holds great prospect for development in the Little Blue River Valley as soon as proposed development of the Little Blue Expressway can be realized.

Independence offers tremendous economic resources to business and industry as a location. The consistent economic strength of the Kansas City area is due in large part to the diversity of its industry. Metropolitan Kansas City's economy includes emphasis on telecommunications agribusiness, automobile manufacturing, finance insurance, and real estate, wholesale trade and distribution, and printing and publishing. The area has been designated one of

ten federal regional centers. Over 28,00 federal workers are employed in the Kansas City area.

Favorable wage rates and the quality and high productivity of the labor force are major factors in this area's attractiveness as a location for new businesses and the expansion of existing industry. An increasingly important contribution to the area's economic development is its geographic centrality. This provides cost savings in terms of communications and transportation for firms serving national and regional markets.

12.2 - ECONOMIC BASE

Companies locating in Independence have the advantage of drawing upon the labor force residing within the city and the substantial labor market in the surrounding area, as well as other favorable economic conditions.

Labor Force

Of Independence's 112,301 persons, 59,538 are considered in the labor force by the 1990 census. Independence makes up approximately 7.2% of the metropolitan area population and labor force. Table 12.21 shows some general characteristics of the labor force in Independence and the Kansas City Area.

The largest occupation group for Independence's citizens is administrative support and clerical which employs 12,169 persons or 21.7%. Other significant occupation groups are sales 6,378 persons or 11.3% and precision productions, craft, and repair occupations 7,183 persons or 12.8% (see figure 12.21 and table 12.22).

Table 12.37 (continued)

Largest Manufacturing Industry Employers		
Independence, Missouri		
Under 100 employees	S.I.C.	Business
Bultmeirer	3599	Machine shop
Coney Tool/Cutter Grinding	3599	Metal cutting tools and tool grinding
Emmert Welding & Manufacturing	3599	Sheet metal fabrication
Grindstaff Engines	3599	Rebuild engines
Inter-City Welding	3599	Machine/welding shop
Machinery Spare Parts & Supply	3599	Machine shop
Ronsen Machine & Mfg.	3599	Machine shop
Whiting Custom Enterprises	3599	Machine shop
Mid Continent Custom Elexs	3679	Custom electronic components
Gregg's Custom Vans	3711	Van conversion
Calibrake Inc.	3714	Off highway equipment
Unit SVC Exchange Company	3714	Automotive clutches
CBT Corporation	3743	Rebuild brake disc calipers
Hemco Corporation	3821	Custom fiberglass fabrication
Fitness Systems Inc.	3949	Exercise equipment
Woodcraft Equipment Co.	3949	Archery equipment
M-P Products LTD	3953	Bar code labels
Flynn Sign Company	3993	Sign manufacturer
L & C Meats	2013	Meat processor
Elf Machine Works	2342	Machine shop
Auto Fabric Co.	2394	Upholstery shop
American Woodworking, Inc.	2434	Custom cabinets
Kitchen Pantry	2434	Kitchen cabinets
Home Comfort Products	2515	Mattress and box springs
Bennett Packaging	2653	Corrugated paper boxes
The Examiner	2711	Newspaper
Gospel Tract Society	2731	Publishing
A & H Business Forms	2751	Busines form printing
Dynamic Resources	2752	Commercial printing
Jacomo Printing	2752	Commercial printing
Minuteman Press	2752	Offset printing
Monte Parker Printing	2752	Commercial printing
Sunnyside Printing	2752	Commercial printing
Walkerworks	2752	Commercial printing
ConTech. Inc.	2759	Screen printing and blow molding
Copy Rite Printing	2759	Commercial printing
George C. Matteson Co.	2759	Playing card, printing
Herald Publishing Company	2759	Commercial printing
Lambert Moon Printers Inc.	2759	Commercial printing
Willis Maywood Printing	2759	Commercial printing
Edward Kraus Typesetting	2791	Typesetting

Source: Executive Planning Summary, Independence Council for Economic Development

Figure 12.21

**General Characteristics
of the Labor Force**

Independence vs. Metropolitan Area (1990)

	City	Metro Area
Population	112,301	1,566,28
Persons 16 years and over	88,210	1,194,65
In Labor Force	59,538	829,570
Participation Rate	67.5%	69.4%
Civilian Labor Force	59,450	822,539
Employed	56,201	777,523
Nonagricultural Employees	55,920	766,197
Unemployed	3,249	45,016
Unemployment Rate	5.5%	5.4%

Source: Bureau of the Census

There is a continually growing work force expanded by graduates of the Independence area's high schools, colleges and vocational-technical training schools. These same institutions offer the employee continuing educational opportunities which provide a valuable resource and benefit for area firms.

The State of Missouri offers training programs to assist new and existing industry. This service, provided at no cost to users, may include developing customized curriculum, providing qualified instructors, training facilities, instructional aids and tools, machinery and equipment necessary for training. The program may also provide such other services as recruiting, screening, testing and selecting potential trainees, as well as defining job and productivity requirements.

Within the Independence area, numerous technical vocational training and counseling programs are available through public and private educational institutions. Independence is served by three fine vocational schools offering extensive programs to area students and workers. The Kansas City Vo-Tech School, Joe Herndon Vo-Tech School, and Fort Osage Vo-Tech School serve as a ready source of trained labor.

In addition, Longview Community College provides programs to assist in designing, implementing and documenting training programs. A Project Management Team provides

Figure 12.21

**Number of Employees by Major Occupation Group
Independence, Missouri**

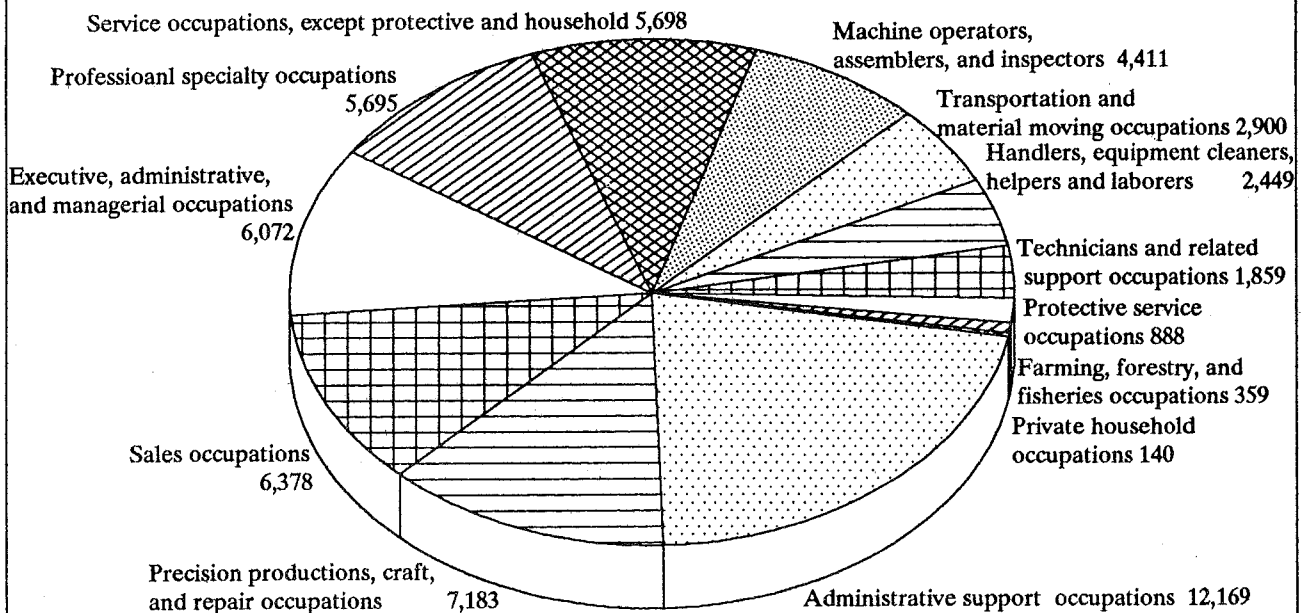


Table 12.22

**Number of Employees by Major Occupation Group
Independence and Metropolitan Area (1990)**

	Independence		Metropolitan Area	
	Number	Percent	Number	Percent
Executive, administrative, and managerial occupations	6,072	10.8%	262,108	11.1%
Professional specialty occupations	5,695	10.1%	311,810	13.2%
Technicians and related support occupations	1,859	3.3%	84,770	3.6%
Sales occupations	6,378	11.3%	275,368	11.6%
Administrative support occupations including clerical	12,169	21.7%	386,811	16.3%
Private household occupations	140	0.2%	8,446	0.4%
Protective service occupations	888	1.6%	34,104	1.4%
Service occupations, except protective and household	5,698	10.1%	280,873	11.9%
Farming, forestry, and fisheries occupations	359	0.6%	73,871	3.1%
Precision productions, craft, and repair occupations	7,183	12.8%	262,488	11.1%
Machine operators, assemblers, and inspectors	4,411	7.8%	177,415	7.5%
Transportation and material moving occupations	2,900	5.2%	107,045	4.5%
Handlers, equipment cleaners, helpers and laborers	2,449	4.4%	102,286	4.3%
Total	56,201	100.0%	2,367,395	100.0%

Source: U.S. Census Bureau, Summary Tape File 3

consulting work. The services offered range from upgrading employee knowledge in the use of a personal computer to management consulting.

Favorable wage rates are major factors in the area's attractiveness as a business location. Table 12.23 shows the average weekly earnings for selected industries in the Kansas City Metropolitan area in 1990 and 1991. The information

in table 12.24 provides ranges and averages in wages selected occupations in the Independence area labor market.

Governmental boundaries do not deter commuting activity in the bi-state Kansas City metropolitan area. About 61 percent of the city's residents work outside the city. The vast majority, 80 percent, of the city's residents work in Jackson

County. Independence employers and those in the entire metropolitan area are able to attract the volume of employees required for their operation. Employers report that new employees can be found for a majority of occupations without extensive advertising or personnel searches. The willingness to commute into and throughout the area is in large part attributable to an excellent transportation network and uncongested streets and highways. Ninety-four percent of Independence's residents use their own automobile or carpool to travel to work. Over forty percent of Independence residents

Table 12.23

**Monthly Wages in Selected Industries
Kansas City Metropolitan Area**

Industry	1991	1990
Construction and mining	\$ 636.12	\$ 603.95
Manufacturing, nondurable goods	471.91	456.45
Manufacturing, durable goods	504.29	470.35
Transportation and public utilities	635.38	574.37
Wholesale trade	430.81	421.19
Retail trade	195.11	198.95
Finance, insurance, and real estate	376.49	359.86
Services	295.44	282.38

Source: U.S. Bureau of Labor Statistics, Missouri Labor Trends, April 1992

Table 12.24

**Wage Rates in Selected Occupations
Kansas City Metropolitan Area (July, 1990)**

	Range	Average
Technical Occupations		
Drafter, Engineering	\$5.00-11.60	\$7.50
Registered Nurse	\$7.25-19.00	\$11.95
Systems Analyst, Computer	\$9.50-18.30	\$13.10
Clerical Occupations		
Bookkeeper	\$4.50-7.50	\$5.60
Dara Entry Operator	\$4.30-8.05	\$5.70
Secretary	\$4.50-9.95	\$6.60
Shipping and Receiving Clerk	\$3.90-9.00	\$5.30
Stock Clerk	\$3.90-7.60	\$5.00
Production and Maintenance		
Assembler, Production	\$4.50-13.00	\$6.20
Electrician, Maintenance	\$7.50-16.00	\$10.50
Industrial Truck Operator*	\$4.75-10.00	\$6.70
Plumber, Maintenance	\$6.00-14.50	\$9.50
Production Machine Operator*	\$4.25-11.30	\$6.35
Welders and Flamecutters	\$5.00-12.50	\$7.00
Service Occupations		
Guard	\$3.85-8.30	\$5.35
Nurse, Aid-Certified	\$4.00-5.75	\$4.65
Porter, Janitor, Cleaner	\$3.85-9.50	\$4.60
Sales Occupations		
Sales Clerk	\$3.85-6.00	\$4.45

* General Manufacturing

Source: Missouri Division of Employment Security

travel less than 20 minutes to work. Over forty percent of Independence residents travel less than twenty minutes to work, and over two-thirds are able to travel to work in 30 minutes or less. The Kansas City area labor force is supplemented by more than 20,000 commuters from outside the metro area.

Taxes

Missouri's tax structure provides corporations with one of the most favorable

situations in the United States. Independence and the Kansas City metropolitan area share a tax climate conducive to growth and profitability of business. The Independence community provides excellent value in city and school services for taxes collected. Per capita taxes for Independence compare favorably to similar cities in the region (see table 12.25). The per capita total per capita taxes for Independence are \$186, \$31 of that is property taxes and \$146 of that is sales tax.

About 5 percent of Missouri's tax revenue is derived from corporate income tax. In most cases, a company located in Missouri will have a lower corporate tax bill than in other states. Furthermore, an individual taxpayer in Missouri pays about \$233 less in per capita taxes than the average U.S. taxpayer. Only twelve states in the country have lower per capita tax liability than Missouri.

State Law sets the corporate income tax rate at five percent of net taxable income earned by a business in Missouri. This tax rate is lower than nearly all of the 46 states imposing a corporate income tax. In addition, Missouri is one of only five states which allows federal income tax payments to be deducted before computing taxable income.

Using this deduction, a corporation with a taxable income of \$1 million dollars would have an effective tax rate of 3.3 percent.

An important tax advantage for Missouri businesses is the amount of income considered taxable, only income earned in Missouri is taxed. Two allocation formulas are offered in calculating this income: 1) the three-factor formula, based in sales, property and payroll, 2) the single-factor formula, based only on sales.

Table 12.25

Per Capita Taxes			
Comparable Cities (1988)			
	City	Total	Property Sales
1	Florissant, MO	\$44.00	\$10.00 \$28.00
2	University City, MO	\$150.00	\$60.00 \$75.00
3	Little Rock, AK	\$155.00	\$46.00 \$78.00
4	Olathe, KS	\$165.00	\$100.00 \$58.00
5	St. Joseph, MO	\$185.00	\$60.00 \$112.00
6	Lawrence, KS	\$185.00	\$116.00 \$66.00
7	Indpendence, MO	\$186.00	\$31.00 \$146.00
8	Springfield, MO	\$194.00	\$27.00 \$155.00
9	Overland Park, KS	\$201.00	\$41.00 \$152.00
10	Lincoln, NE	\$214.00	\$123.00 \$75.00
11	Wichita, KS	\$217.00	\$145.00 \$64.00
12	St. Charles, MO	\$220.00	\$49.00 \$155.00
13	Cedar Rapids, IA	\$254.00	\$250.00 \$5.00
14	Davenport, IA	\$254.00	\$239.00 \$6.00
15	Cloumbia, MO	\$261.00	\$22.00 \$233.00
16	Des Moines, IA	\$282.00	\$250.00 \$25.00
17	Topeka, KS	\$283.00	\$138.00 \$140.00
18	Kansas City, KS	\$286.00	\$176.00 \$106.00
19	Omaha, NE	\$291.00	\$140.00 \$131.00
20	Kansas City, MO	\$549.00	\$71.00 \$262.00
21	St. Louis, MO	\$552.00	\$73.00 \$247.00

Source: 1988 City and County Data Book

The company may choose the formula that results in the least corporate income tax liability. In addition, it is important to note that Missouri has not adopted worldwide or nationwide unitary tax assessment in computing multinational corporate income tax liability.

Manufacturer's inventories (raw materials, goods in process and finished goods), as well as goods and ware of retailers, wholesalers, and distributors, are exempt from all state and local property tax.

The 4.225 percent state sales/use tax rate is lower than the rates in 32 other states. Use tax is similar to sales tax, but is imposed only when tangible personal property comes into the state and is stored, used or consumed in missouri. Independence does not levy a use tax.

The city of Independence has enacted a 1 percent sales tax and Jackson County has enacted a percent tax rate. The total sales for Independence is 5.975 percent.

Missouri has responded to the needs of industry by providing eight major exemptions from sales/use taxes. Manufacturers do not pay sales tax on the following:

- manufacturing machinery and equipment
- replacement of manufacturing machinery and equipment necessitated by product or design change
- air pollution control equipment
- water pollution control equipment
- machinery, equipment and materials used to install exempted property
- electrical energy used to manufacture, process or mine (when the electrical energy costs exceed ten percent of all other production costs)
- anodes used in manufacturing or other types of production with a useful life of less than one year
- electricity or gas used in connection with basic steel making.

State law sets the assessment ratio for personal property at one third of true value throughout Missouri. Real properties (land and buildings) classified as commercial and industrial are assessed at 32 percent; residential properties at 19 percent and agricultural properties at

12 percent of true or fair market value. The local property tax rate is an aggregate of school, city, county and state levies expressed in tax per \$100 assessed valuation (see table 12.26).

Table 12.26

Property Tax Levy Independence, Missouri	
State	0.030
Jackson County	0.613
Independence City	0.780
Independence School District	3.290
Other	<u>1.849</u>
Total	6.562 per \$100

Source: Executive Planning Summary, I.C.E.D.

Missouri's franchise tax is based on capital employed in a company. The rate is 1/20 of one percent, or \$0.050 per \$1,000 of par value of outstanding shares or total assets, or \$25, whichever is greater. Corporations with less than \$200,000 outstanding and surplus are not taxed.

Multi-state corporations are subject to franchise tax only on that portion of total company shares and surplus which occur in Missouri. The tax is computed by applying the percentage of total property and assets which occur in Missouri to total company shares and surplus. For example, a company with \$500,000,000 in outstanding shares and surplus, with ten percent of its property and assets in Missouri, would have a franchise tax of \$250.

A new corporation must pay an incorporation fee of \$53 for the first \$30,000 or less of Shares and \$5 for each additional \$10,000 or portion thereof. A foreign corporation pays \$150 for certification. Annual corporate registration fees must also be paid by domestic and foreign corporations doing business in Missouri. The rate is \$40 annually for registration with the Secretary of States Office.

The business license fee in the City of Independence is based on the estimated annual gross receipts. The minimum fee is \$25 dollars after the first \$50,000 in gross receipts, each additional \$1,000 adds \$0.25 in tax for a maximum fee of \$30,000.

Most companies doing business in Missouri are required to pay unemployment insurance to protect their workers during unemployment. This applies to most businesses having one or more workers on the payroll for 20 weeks during the calendar year, and to businesses paying an individual employee \$1,500 in a given quarter.

Currently, rates are based on the first \$7,000 of each employee's annual salary. It may increase each year in increments of \$500 if the state's unemployment fund balance is below \$100 million. However, if the balance is above \$250 million, the taxable wage base will decrease by \$500 per year, but will not fall below \$7,000.

If the unemployment fund balance is \$250 million or less, employers must pay a surcharge of 20 percent when the balance is \$200-\$250 mil-

Table 12.27

Net Taxable Income Missouri		
Over	Not Over	Rates
\$	\$ 1,000	1%
1,000	2,000	\$ 15 plus 2 of excess over \$1,000
2,000	3,000	\$ 35 plus 2½ of excess over \$2,000
3,000	4,000	\$ 60 plus 3 of excess over \$3,000
4,000	5,000	\$ 90 plus 3½ of excess over \$4,000
5,000	6,000	\$ 125 plus 4 of excess over \$5,000
6,000	7,000	\$ 165 plus 4½ of excess over \$6,000
7,000	8,000	\$ 210 plus 5 of excess over \$7,000
8,000	9,000	\$ 260 plus 5½ of excess over \$8,000
9,000		\$ 315 plus 6 of excess over \$9,000

Source: Executive Planning Summary, I.C.E.D

lion; 30 percent when the balance is below \$200 million. If the balance is \$250-300 million, however, there will be no surcharge, and if the balance is over \$350 million, the employer will receive a 7 percent credit, which will increase to 12 percent if the fund is over \$400 million. Missouri's fund balance is currently \$250 to \$350 million.

The employer with a credit balance will contribute at a rate of up to 2.7 percent. The employer with a deficit account will pay 2.8 percent to 6 percent. An employer new to Missouri with no experience rating, will pay the normal entry rate of 2.7 percent for two years.

Missouri's personal income tax is considered among the lowest in the nation. Table 12.27 shows the state's personal income tax. There is no earnings tax in the City of Independence.

Table 12.28

Typical Monthly Electric Bills	
Comparable Cities (1988)	
City	
1	Springfield, MO \$37.72
2	Independence, MO \$42.74
3	Lincoln, NE \$42.98
4	Omaha, NE \$44.76
5	St. Joseph, MO \$45.44
6	Florissant, MO \$48.96
7	St. Louis, MO \$48.96
8	Kansas City, KS \$49.23
9	Kansas City, MO \$50.33
10	St. Charles, MO \$50.54
11	University City, MO \$51.65
12	Davenport, IA \$52.94
13	Overland Park, KS \$55.24
14	Cedar Rapids, IA \$55.45
15	Cloumbia, MO \$56.29
16	Olathe, KS \$57.04
17	Topeka, KS \$57.04
18	Lawrence, KS \$57.04
19	Little Rock, AK \$61.37
20	Des Moines, IA \$65.32
21	Wichita, KS \$69.48

Source: 1988 City and County Data Book

Utilities

Independence Power and Light services over 48,000 customers in Independence, Missouri. Power is supplied by municipally owned steam and combustion generators with total capacity of 288 MW. In addition, Independence Power and Light purchases 135 MW of wholesale power from outside sources.

Independence Power and Light has interconnections with Kansas City Power and Light Company, the Missouri Public Service Company and the Associated Electric Co-operative insuring reliable power supply to its customer. Also, a small area of Independence is served by Kansas City Power and Light or Missouri Public Service Company.

Typical monthly electric bills in Independence compare favorably to similar cities in the region (see tables 12.28 and 12.29). A typical residential electric bill in Independence is \$42.74 and a typical commercial electric bill is \$412.38.

Table 12.29

Typical Commercial Electric Bills	
Comparable Cities (1988)	
City	
1	Omaha, NE \$321.06
2	Lincoln, NE \$329.03
3	Cedar Rapids, IA \$368.98
4	Lawrence, KS \$387.00
5	Topeka, KS \$387.00
6	Florissant, MO \$396.82
7	Columbia, MO \$407.58
8	Independence, MO \$412.38
9	St. Louis, MO \$421.82
10	Little Rock, AK \$457.15
11	Davenport, IA \$504.48
12	Kansas City, KS \$563.47
13	Desmoines, IA \$567.09
14	Wichita, KS \$574.35
15	Kansas City, MO \$577.06
16	Overland Park, KS \$671.18

Source: 1988 City and County Data Book

The KPL Gas Service Company provides natural gas to Independence's residential, commercial and industrial users. Gas service is considered more than adequate in the foreseeable future to meet existing and anticipated new residential, commercial and industrial requirements. Gas rates are among the lowest in the nation.

The City of Independence purchased the Missouri Water Company in 1986 and continues the tradition of providing high quality water. Our water plant has a system capacity of over 36 million gallons per day. The water source is supplied by wells and is more than sufficient to meet present and anticipated future demand for residential, commercial, industrial and agricultural uses.

The City of Independence maintains one of the highest quality sanitary sewer systems and wastewater treatment facilities in the country.

The City owns and operates one wastewater treatment plant, with a 10 million gallon per day capacity. There is a sewer use charge.

The sewer system is also connected to the Little Blue Valley Interceptor sewer system. The interceptor runs approximately the length of the Little Blue Valley or approximately sixty miles and has a complete treatment facility of 40 million gallons per day capacity.

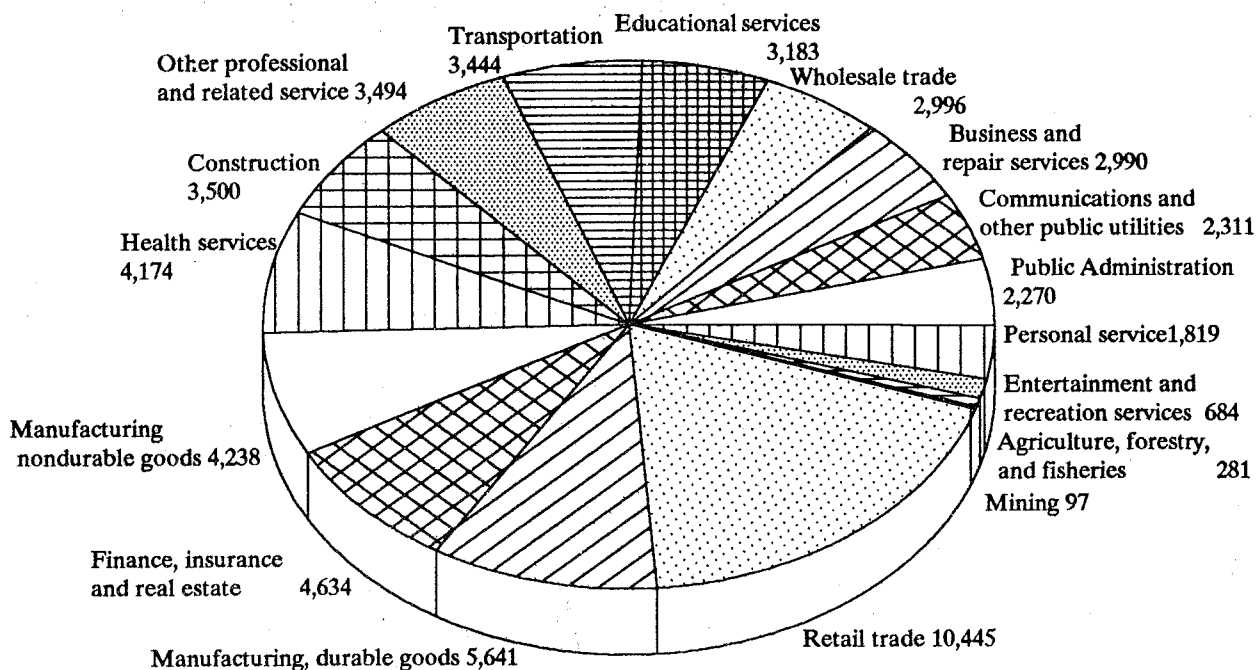
Utility service is discussed in more detail in Chapter 9 of the Plan Update

12.3 - INDUSTRY

Independence's industrial base is very diversified (see figure 12.31). A diversified economic base is very important for future development and long term strength. Over one-third of Independence's citizens are employed in retail

Figure 12.31

Number of Employees by Major Industry Group Independence, Missouri



Manufacturing

As mentioned before, until the development of the 1968 plan, the general consensus was that Independence would be a residential suburban community with most people commuting to work in the Kansas City area. This attitude has now changed to a general interest in promoting industrial development. A highly productive labor force, ample and lower cost energy and water resources and an excellent transportation system, especially the proposed development of the Little Blue Expressway, have been and will be significant factors in attracting manufacturers to Independence.

According to the 1987 Census of Manufacturing, Independence had 102 manufacturing firms with a value of shipments of \$563.4 million (see table 12.35). This was an increase from 1982 when 94 establishments had a value of shipments of \$513.8 million. However, in 1987, fewer employees earned a higher annual payroll than in 1982. In 1982, 5,300 employees earned \$108.6 million, but in 1987, 4,800 employees earned \$123.3 million.

Table 12.35

Manufacturing Industry Independence, Missouri			
	1982	1987	
Number of Establishments	94	102	
Paid Employees	5,300	4,800	
Annual payroll (millions)	\$108.6	\$123.3	
Value of Shipments (millions)	\$513.3	\$563.4	

Source: 1982, 1987 Census of Manufacturing Industries

The percentage of Independence's workforce employed in manufacturing is declining rapidly. In 1970 8.9 percent of the workforce was employed in manufacturing non-durable goods and 20.6 percent of the workforce was employed in manufacturing durable goods. This declined to 7.5 percent in manufacturing non-durable goods and ten percent in manufacturing

durable goods in 1990. This trend should be changed by developing the Little Blue Valley (discussed later in this section).

The types of manufacturing in the Independence area are diversified, but major categories are fabricated metal products and industrial machinery and equipment, both constitute over 15 percent of the manufacturing firms in Independence (see table 12.36). Major manufacturers include Olin Corporation, AGCO, and Thomas J. Lipton (see table 12.37).

Table 12.36

Manufacturing Establishments Independence, Missouri			
SIC	Industry	1982	1987
34	Fabricated metal products	16	16
35	Industrial mach. & equip	16	16
	All Manufacturing	94	102

Source: 1982, 1987 Census of Manufacturing Industries

The largest industrial operation within the City of Independence is the Olin Corporation, which took over the Remington Arms facility at Lake City in 1985. Its 2,867 employees in 1985 is up from the 2,622 Remington Arms had in 1980. The Olin Corporation deals in the production of small arms ammunition.

The next largest industrial operation within the City of Independence is the AGCO Gleaner Plant. It is located along the Union Pacific Railroad southeast of the R.L.D.S. Auditorium. In 1985 it employed 600 workers, up from 504 in 1980, in the production of tractors and harvesting combines.

Another large industrial operation within the City of Independence is the food processor, Thomas J. Lipton, Incorporated. It is located just northwest of 35th Street and Noland Road. In 1985 it employed 390 workers, up from 342 in 1980.

Table 12.31

**Number of Employees by Major Industry Group
Independence and Metropolitan Area (1990)**

	Independence		Metropolitan Area	
	Number	Percent	Number	Percent
Agriculture, forestry, and fisheries	281	0.5%	11,326	1.5%
Mining	97	0.2%	974	0.1%
Construction	3,500	6.2%	42,052	5.4%
Manufacturing, nondurable goods	4,238	7.5%	55,899	7.2%
Manufacturing, durable goods	5,641	10.0%	61,471	7.9%
Transportation	3,444	6.1%	48,282	6.2%
Communications and other public utilities	2,311	4.1%	28,578	3.7%
Wholesale trade	2,996	5.3%	43,397	5.6%
Retail trade	10,445	18.6%	127,819	16.4%
Finance, insurance, and real estate	4,634	8.2%	66,609	8.6%
Business and repair services	2,990	5.3%	38,510	5.0%
Personal service	1,819	3.2%	22,605	2.9%
Entertainment and recreation services	684	1.2%	9,782	1.3%
Health services	4,174	7.4%	68,806	8.8%
Educational services	3,183	5.7%	54,120	7.0%
Other professional and related service	3,494	6.2%	57,151	7.4%
Public administration	2,270	4.0%	40,142	5.2%
Total	56,201	100.0%	777,523	100.0%

Source: U.S. Census Bureau, Summary Tape File 3

trade and manufacturing (see table 12.31). Retail trade employs 10,445 persons or 18.6%, manufacturing of durable goods employs 5,641 persons or 10%, and manufacturing of nondurable goods employs 4,238 persons or 7.5%.

This section discusses the general characteristics of the Independence economic base. Further sections will discuss specific industries and the development of the Little Blue River Valley.

Agriculture

As the "county seat" and as the focal point of business in eastern Jackson County for many decades, the City of Independence was in many respects the center of the surrounding farm lands. Jackson County has ranked high in terms of agricultural products, and this still remains an

important part of the industrial base of the County. This rural orientation has been an important part of the historical heritage of Independence, but most of this began to change during the 1940's when the first annexation in almost 100 years took place. Since then other annexations have taken place at more frequent intervals as the pressure for urban expansion occurred.

The eastern portion of Independence, that area generally east of the Little Blue River and north of Eureka Road, excluding the Lake City Ammunition Plant, is predominately used for agricultural purposes and has scattered low density single-family residential development. The majority of agricultural land is located in the 29.7 square miles of land that was annexed in 1975. There are approximately 8,867 acres of land used for agricultural purposes. This area of the city does not have the necessary utilities that

are required to develop beyond a very low density rural use. Table 12.32 and figure 12.33 indicates the amount of agricultural and vacant land use in the city at the present time.

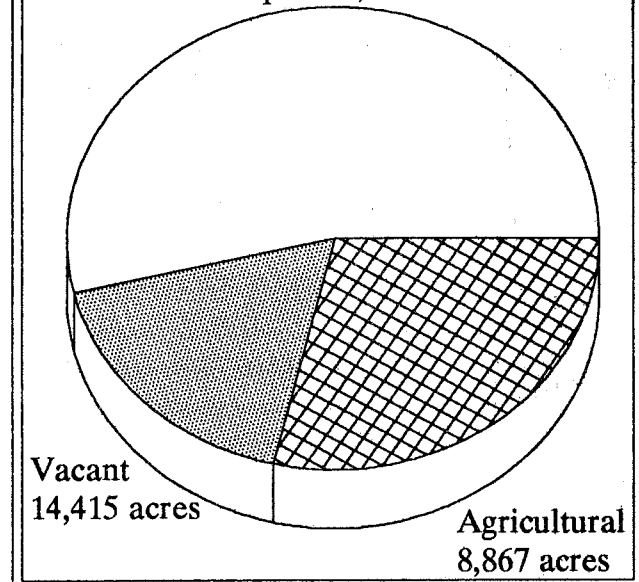
Table 12.32

**Agricultural and Vacant Land
Independence, Missouri**

	Acres	Percent
Agricultural	8,867	17.6%
Vacant	14,415	28.7%
Developed	27,022	53.7%

Table 12.32

**Agricultural and Vacant Land
Independence, Missouri
Developed 27,022 acres**



The current population of Independence, according to the 1990 census, is 112,301. Almost all, 98%, of the city's population resides west of the Little Blue River, see Table 12.33. The available, undeveloped land will allow the city to nearly double its current population to well over 200,00.

The number of farms and the size of farms in the area is declining. There is not available data on farms specifically in Independence, but the Census Bureau does provide data for Jackson County (see table 12.34). In 1982, Jackson County

Table 12.33

Projected Population

**From the development of Agricultural Land
Independence, Missouri**

	Total	East of The River	West of The River
Existing			
Low Density Acreage	11,772	713	11,059
Med. Density Acreage	343	0	343
High Density Acreage	570	0	570
Vacant Acreage	21,849	8,876	12,973
Total Acreage	50,315	15,842	34,473
Housing Units	48,267	765	47,502
Population	112,301	1,758	110,543
Projected			
Low Density Acreage	20,193	3,920	16,273
Med. Density Acreage	523	0	523
High Density Acreage	1,047	0	1,047
Housing Units	83,610	41,472	115,194
Population	204,846	30,257	174,589

had 1,012 farms averaging 178 acres each. In 1987, both of these numbers had dropped to 905 farms at 161 acres each. Obviously, the total farm acreage in the county has dropped from 179,178 to 145,529 acres.

Table 12.34

**Agricultural
Jackson County, Missouri**

	1982	1987
Farms	1,012	905
Acres	179,178	145,529
Average per Farm	178	161

Source: 1982, 1987 Census of Agricultural Industry

The percentage of Independence's workforce that is employed in agriculture is very small but stable. Less than one percent of the population is employed in agriculture but this portion of the workforce has grown proportionally to the total workforce.

Table 12.37

**Largest Manufacturing Industry Employers
Independence, Missouri**

Over 500 employees	S.I.C.	Business
AGCO Inc.	3523	Harvetster combines
Olin Corporation	3482	Small arms ammunition
250-500 employees	S.I.C.	Business
Thomas J. Lipton, Inc.	2035	Food processor
Under 100 employees	S.I.C.	Business
Katco Rubber	3053	Rubber parts
Dollins Tool, Inc.	3079	Steel molds, fixtures and jigs
Aero Transportation Products	3089	Fiberglass railroad car tops
American Plastics Company	3089	Plastic
Easley Plastic Co.	3089	Injection molding
Modern Plastic Modeling	3089	Injection modeling
Plastic Enterprises Co.	3089	Plastic products manufacturing
Roseman Luggage Mfg.	3161	Storage cases
Leaded Glass Studio	3231	Stained glass overlay
Barbour Concrete	3272	Precast concrete
IMS Manufacturing	3272	Concrete forms
Gold Foundry & Machine Works	3325	Electric steel casings
Shocco Company	3354	Aluminum Awnings
Superior Aluminum Castings	3363	Aluminum castings
National Aluminum	3365	Aluminum/brass foundry
Watco Manufacturing Co.	3432	Plumbing products
A Z Manufacturing & Sales	3441	Sheet metal fabrication
Art Iron Works	3441	Structural steel
William Ragsdale Company	3441	Steel fabrication
Larry Goad & Company	3443	Lined plating and chemical process tanks
Mastercraft Metals	3446	Fire escapes
A B C Sign & Lighting	3471	Sign fabricator
A & A Bumper Plating	3471	Chrome plating
De Tray Plating Works	3471	Plating shop
IPE	3479	Porcelain enametling
Schultz Tool Company	3544	Blow molds for plastic
Metal Sales Mfg.	3556	Fabricate metal building components
Gaylord Foundry Equipment	3559	Foundry equipment
Anglo American Machine Co.	3599	Machine shop
Bradon Engraving	3599	Machine shop

Source: Executive Planning Summary, Independence Council for Economic Development

Table 12.38

Retail Trade Industries									
Independence, Missouri									
SIC	Industry	1982				1987			
		Estab.	Employ.	Payroll (1,000's)	Sales (1,000's)	Estab.	Employ.	Payroll (1,000's)	Sales (1,000's)
52	Build. & garden supply	32	246	\$2,839	\$22,927	29	296	\$3,655	\$30,406
53	General merchandise	13	1,283	\$9,881	\$84,719	13	1,570	\$15,818	\$138,311
54	Food	70	1,025	\$13,182	\$124,237	73	1,004	\$12,233	\$127,663
55	Automotive	59	782	\$13,875	\$147,819	63	907	\$18,640	\$215,107
554	Gas. service stations	47	237	\$2,187	\$44,329	58	358	\$3,934	\$56,433
56	Apparel and accessory	86	623	\$3,763	\$31,860	76	627	\$3,674	\$34,101
57	Furniture & appliance	52	256	\$2,794	\$22,094	72	463	\$5,690	\$44,593
58	Eating & drinking	151	3,093	\$15,387	\$59,757	163	3,590	\$20,143	\$77,887
591	Drug & proprietary	20	211	2,133	17,911	24	320	\$4,099	\$29,804
59	Miscellaneous retail	135	784	\$6,902	\$42,756	154	915	\$9,205	\$55,639
	Total	665	8,540	72,943	598,409	725	10,050	97,091	809,944

Source: 1982, 1987 Census of Retail Trade Industries

Retail and Wholesale Trade

The latest U. S. Censuses of Retail Trade Industries and of Wholesale Trade Industries were conducted in 1987. These tabulations revealed that there were 725 retail trade establishments within the City of Independence and with total sales of \$809.9 million (see table 12.38) and 114 wholesale trade establishments with total sales of \$223.2 million (see table 12.39). Both of these industries improved from 1982. Retail trade was up nine percent from 665 establishments and 35 percent from \$598.4 million in total sales and

wholesale trade improved almost 14 percent from 100 establishments and \$197.7 million in total sales.

The 1987 Census of Retail Trade shows that the number of retail employees increased over 17 percent from 8,540 in 1982 to 10,050 in 1987. The aggregate annual payroll for retail employees was \$97.1 million, up 33 percent from \$72.9 million in 1982. The 1987 Census of Wholesale Trade revealed a slight a drop, of three percent, in the number of employees of from 726 in 1982 to 704 in 1987. However, the aggregate annual payroll increased almost 23 percent to \$16.5 million in 1987.

Table 12.39

Wholesale Trade Industries			
Independence, Missouri			
		1982	1987
Number of Establishments		100	114
Paid Employees		726	704
Annual payroll	(millions)	\$13.4	\$16.5
Sales	(millions)	\$197.7	\$223.2

Source: 1982, 1987 Census of Wholesale trade Industries

Table 12.310 on retail sales indicates that retail sales increased 5.1 percent from \$885.9 million in 1990 to \$931.9 million in 1191. Only furniture and appliance stores showed a slight drop of 4.1 percent. The most significant gains were in the areas of general merchandise, up 15.4 percent to \$167.7 million, and drug stores up 12.3% to \$31.3 million. The largest area of retail sale is automotive with \$255.3 million.

Table 12.310

Retail Sales		
Independence, Missouri		
	1990	1991
	(thousands)	(thousands)
Food	\$146,035	\$153,614
Eating & Drinking	\$84,857	\$86,680
General Merchandise	\$145,360	\$167,729
Furniture & Appliances	\$42,503	\$40,755
Automotive	\$254,090	\$255,329
Drug	\$27,901	\$31,337
Other Retail Sales	\$185,209	\$196,508
Total	\$855,955	\$931,952

Source: 1990, 1991 Survey of Buying Power

Independence's growing population and expanding household income are improving the community's retail sales potential.

Independence's median effective household buying income (EBI) at \$28,604 is 17 percent greater than the U.S. median household EBI. The Kansas City MSA's median household EBI is 13 Percent greater than the U.S. median. Household income and excellent accessibility to a large trade area are two factors responsible for the area's position as a major retail trade center.

Of the many retail business located in the Kansas City metro area, a significant portion are situated in the nearly 350 central business districts and shopping centers. There are 31 neighborhood, community and regional shopping centers in Independence with almost 3.5 million square feet of space (see table 12.311).

Two unique development opportunities are available to manufacturing and distribution firms interested in locating in Independence.

Geospace Executive Park has 160 acres and Commercial Distribution Center has 158 acres of subsurface space. They offer unique storage and manufacturing space at half the cost of other facilities. A natural and constant temperature and humidity is maintained year round. Rail access and truck docks are available. Construction of finished space can be accomplished in 90 days.

The Little Blue Valley area in eastern Independence offers tremendous industrial development potential. Substantial public investment in utilities, sewers and transportation systems have been made to serve the area. Rail service is provided by one of three railroads. Three industrial parks are under development.

Service

The service industry continues to exhibit growth in Independence and the metropolitan area. Factors which tend to support the area's service industry growth including centrality, a modern transportation system, a low cost and advanced communications system, and excellent postal service. A significant contribution has also

Table 12.311

Largest Retail Centers		
Independence, Missouri		
Center	Year Built	Square Foot Space
Independence Center	1974	1,403,558
Blue Ridge Mall	1958	1,000,000
Noland Fashion Square	1987	330,500
Marketplace	1988	242,000
Noland South	1974	168,000
The Hub Shopping Center	N/A	155,000
Independence North Shopping Center	N/A	141,000
Colonnade Shopping Center	1987	130,000
Arrowhead Shopping Center	1987	82,434
Chrisman Plaza	1968	80,000
Suaquehanna Shopping Center	1962	70,000

Source: Executive Planning Summary, I.C.E.D.

Table 12.312

**Largest Trade Industry Employers
Independence, Missouri**

100-250 employees	S.I.C.	Business
Commercial Distribution Center	4222	Warehousing
KPL Gas Service Company	4922	Natural gas service
U.S. Post Office-Independence	4311	Postal service
Under 100 employees	S.I.C.	Business
Fast Food Merchandisers	5141	Food wholesaler
Geospace Distribution	4222	Warehousing
U.S. Post Office-Truman Station	4311	Postal service

Source: Executive Planning Summary, Independence Council for Economic Development

been made by the metropolitan area's growth as a health, convention, entertainment, and professional sports center. Independence's growing population has stimulated service industry growth too meet its needs.

According to the 1987 Census of Service Industries there are 732 service industry establishments with total receipts of \$200.3 million

within the City of Independence (see table 12.313). This is an increase of 32 percent from 555 establishments in 1982 and an increase of 68 percent in total receipts from \$119.3 million in 1982. The number of employees also increased almost 50 percent, from 3,673 in 1982 to 5,476 in 1987. The aggregate payroll increased significantly, almost 90 percent, from \$43 million in 1982 to \$81.4 million in 1987.

Table 12.313

**Service Industries
Independence, Missouri**

SIC	Industry	1982		1987		1982		1987	
		Estab.	Employ.	Payroll	Receipts	Estab.	Employ.	Payroll	Receipts
				(1,000's)	(1,000's)			(1,000's)	(1,000's)
70	Hotels and Lodging	8	171	\$1,198	\$5,355	10	415	\$2,320	\$8,927
72	Personal Service	101	666	\$4,439	\$12,064	103	701	\$5,595	\$14,210
73	Business Service	88	672	\$5,009	\$13,022	102	1,236	\$14,301	\$35,035
75	Automotive Repair	71	306	\$4,117	\$21,886	91	(D)	(D)	(D)
76	Miscellaneous Services	27	87	\$1,042	\$3,473	35	139	\$1,721	\$5,798
78,9	Recreation Services	28	266	\$1,989	\$8,930	51	362	\$2,241	\$9,659
80	Health Services	139	1,040	\$19,208	\$40,982	180	1,304	\$2,920	\$65,468
81	Legal Services	39	149	\$2,952	\$6,727	47	212	\$6,478	\$12,291
83	Social Services	21	143	\$756	\$1,605	26	154	\$992	\$2,353
87	Eng., Acctg., & Mgmt.	33	173	\$2,376	\$5,265	77	491	\$11,694	\$24,812
	Total	555	3,673	43,086	119,309	732	5,476	81,432	200,270

(D) Withheld to avoid disclosing data for individuals companies
Source: 1982, 1987 Census of Service Industries

included intensifying land uses in the area and creating a loop beltway around the square. However, this effort wasn't successful. A multi-use district is proposed for the CBD. It is a logical step in the direction that merchants and property owners have been taking in the past twenty years. This new classification would allow a more diversified market for the existing buildings and allow property owners to rehabilitate buildings for other uses, such as residential apartments or upper floor of multiuse buildings.

Little Blue Expressway

An important reason for building the Little Blue Expressway has to do with its economic impact on the City of Independence and all of eastern Jackson County. The level terrain of the Little Blue River Valley provides the most desirable land form for large industrial sites anywhere in the metropolitan area. The favorable vertical grades in the valley will also accommodate development of an arterial street system ideally suited for heavy commercial and industrial truck traffic. Industrial development and an associated increase in jobs are of vital importance to eastern Jackson County as well as the entire metropolitan area. Construction of the Expressway will provide the access into the Little Blue River Valley that will be necessary for industrial development to occur.

The Little Blue Expressway will be located in the east-central portion of the City of Independence. It will be constructed in the Little Blue River Valley, roughly paralleling the river. It will traverse the City of Independence in a north-south direction having its northern terminus at a point on U.S. Highway 24 just west of the Little Blue River and its southern terminus at the current intersection of U.S. Highway 40 and Selsa Road.

There area currently 284 industrial and wholesale trade businesses located in Independence They Provide a workforce of 6,009 employees. With the Little Blue Valley developed at its fullest potential approximately 658 new

Figure 12.41
Little Blue Expressway
Manufacturing and Wholesale Businesses

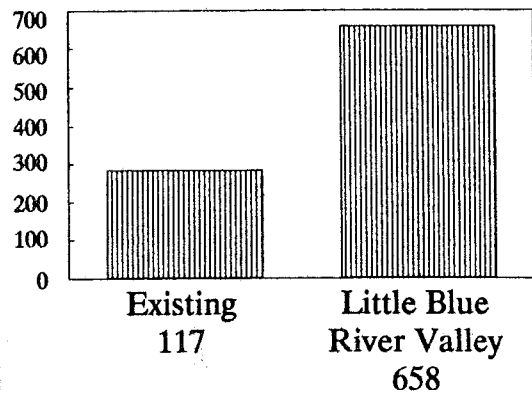


Figure 12.42
Little Blue Expressway
Manufacturing & Wholesale Employment

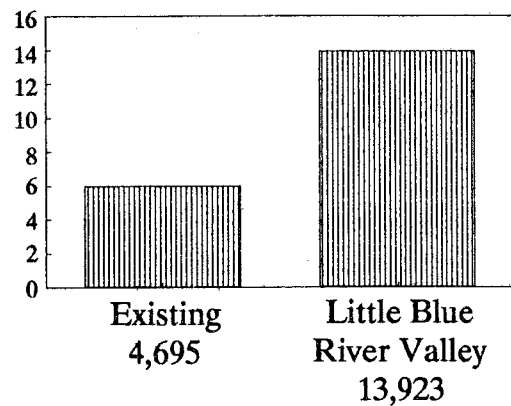


Figure 12.43
Little Blue Expressway
Manufacturing & Wholesale Payroll

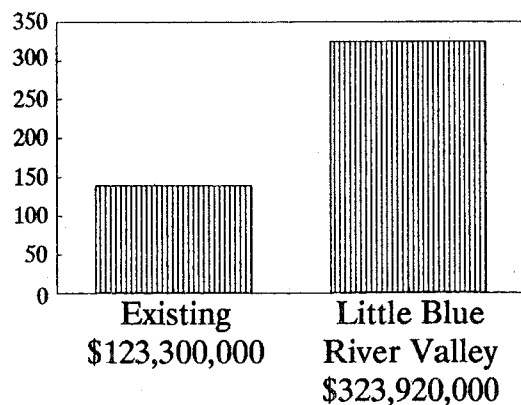


Table 12.314

**Largest Service Industry Employers
Independence, Missouri**

Over 500 employees	S.I.C.	Business
Medical Center of Independence	8062	Hospital
Independence School District	6732	Public school district
Independence Regional Health Center	8062	Hospital
250-500 employees	S.I.C.	Business
Gov't Employee Hospital Association	6411	Insurance
100-250 employees	S.I.C.	Business
Comprehensive Mental Health Service	8081	Health service
Under 100 employees	S.I.C.	Business
U.S. Sprint	7389	Telemarketing
Sprint Services	7389	Telemarketing
Independence Health Care Center	8051	Health services
IBS Industries	8331	Sheltered workshop
Bybee Enterprises	7699	Hydraulic repairs

Source: Executive Planning Summary, Independence Council for Economic Development

Some of the largest employers in the City of Independence are in the service industry (see table 12.314). Only the Olin Corporation is larger than Independence Regional Health Center and The Medical Center of Independence with 1,150 and 600 employees respectively. The Independence School District also employs over 500 persons. Furthermore, the Government Employees Hospital Association employs over 250 persons, and Comprehensive Mental Health Service employs over 100 people.

12.4 - SPECIAL AREAS

Central Business District

The Central Business District (CBD) is generally the most important focal point of every community. As such it represents one of the most important elements to be considered in the overall city plan. The Independence CBD, also known as the square, is 80-acres bounded by White Oak on the north, Noland on the east, Walnut on the south, and Spring on the west.

The existing CBD of the City of Independence is not very much unlike its previous status in 1940 when it was serving a community of 16,000 persons. The CBD has not increased proportionately in service with its significant increase in population during the last few decades. This general situation has been made known to the City of Independence through several technical reports, including: a "Market Analyses for Urban Renewal of Core Area", 1960, by the Roy Wenzlick and Company; a "marketability Study of the Northwest Parkway Project", 1961 by Appraisal Associates; "Land Utilization and Marketability Study, Jackson Square Urban Renewal Project", 1962, by Real Estate Research Corporation; "Creating A New Jackson Square", 1963, by National Downtown Service, Inc; and "Central Area Study", 1978 by the City of Independence Planning Staff.

The square area has found it difficult to compete with the indoor malls. Malls offer free, offstreet parking, and easy accessibility to a variety of stores. An earlier attempt to make the square more competitive as a shopping center

industrial and wholesale trade businesses could be located in the valley. This could provide 13,932 new employee positions for eastern Jackson County (see figures 12.41 and 12.42).

The Current Payroll for the 284 businesses is \$139.8 million dollars. With 658 additional businesses in the area the annual payroll for these businesses could amount to \$323.9 million dollars (see figure 12.43). This means additional income for Independence and Jackson County Residents.

Table 12.41 indicates the number of existing industrial businesses and employees in Independence and compares the estimated new industrial businesses and employees that could be located in the Little Blue Valley when the area is fully developed.

Table 12.41

Little Blue Expressway Economic Impact		
	Existing	Little Blue Valley
Number of Businesses	284	658
Number of Employees	6,009	13,923
Annual Payroll (millions)	\$139.8	\$323.92

The Little Blue Expressway will provide access to the largest industrial reserve area available in the Kansas City Metropolitan area. The valley is sparsely developed with land being held in primarily large ownerships. This factor will aid in the acquisition of property for road right-of-way and land assemblage for industrial development.

The City's Comprehensive Plan proposes this area for industrial use. A special zoning category was created that will preserve the valley for this future industrial development. The primary use in the valley is currently agriculture. The special zoning classification allows either agriculture or industrial uses. The concept is to

provide an atmosphere favorable for agricultural uses while the industrialization of the valley area takes place over a period of time.

Encouraging the continued agricultural uses will help retain the large land ownerships that are so conducive to land assemblage, and provide a transitional use during the industrialization process. The planned industrial development of an area this large will take many years to accomplish. This dual usage provides a development pattern with flexibility in development that can provide sites in planned industrial parks from as small as one acre to as large as several thousand acres.

The utility infrastructure to serve the development in the Little Blue Valley is in place. The main generating plant for the municipally owned electric utility is located in the Little Blue Valley. The utility has sufficient current capacity to serve the development of the Valley. The City owned water utility also has existing infrastructure in place to accommodate the proposed industrial development. The Water Department is in the process of a major plant expansion to provide for service into the next century. The natural gas service is provided by a private utility with main service to the valley area that can serve the industrial development. The sewer treatment capabilities in the Little Blue Valley are outstanding and can provide virtually any type of treatment of industrial wastes. The capability also exists to provide processed water to large industrial users and to meet the special treatment needs of the industrial users.

The Corps of Engineers along with Jackson County have provided 100 year flood protection to the Little Blue River Valley. The improvements to the river channel and the development of the up-stream impoundments have provided a system that contains virtually all of the storm water generated by a 100 year storm occurrence within the channel area or the adjacent park property owned by the County. This development also provides one of the major amenities for the future development in the form of a

twenty-six mile long park system. The Little Blue Trace Park developed by Jackson county provides a lineal park system adjacent to the Little Blue River. When complete the park will provide a trails system through the length of the River Valley with major access areas and expanded recreational opportunities developed at strategic locations along the trace. The proposed industrial development will be adjacent to much of the Trace and will provide access to the park for employees in the area.

The development of a major highway system in the Little Blue River Valley is the final element necessary to open this area for development. The Little Blue Expressway is that highway system. The Expressway has been a part of the City's Comprehensive Plan for many years, along with the other elements discussed above. The Expressway will provide the direct access to the existing Interstate Highway system that will unlock the development in this area. The Expressway will have access to Interstates I-70 and I-470 on the south and will have access to I-435 at Front Street in Kansas City, Missouri, by means of connection with the South Riverfront Expressway located to the north. The Little Blue Expressway and the South Riverfront Expressway combined with the Choteau Bridge extension project in Kansas City, Missouri make-up the Jackson County Expressway.

The Little Blue Expressway alignment has been developed over the years by the City. The transportation corridor has been identified by the planning process, and protected by the City's development regulations. Through these processes the City of Independence has maintained the highway corridor and in some instances obtained right-of-way for the future construction of the roadway. Along the route of the Expressway through the City there will be intersections with other primary State and Federal routes. There will be intersections with US 40 Highway on the south end

of the expressway, State Route M-78 midway through the City and US-24 Highway at the north portion of the City. An additional intersection with State Route M-291 Highway will also be provided by the connection of the Little Blue Expressway to the South Riverfront Expressway.

12.5 - TOURISM

The travel industry makes up the purchase of certain services and goods by anyone traveling 100 miles outside their own community. This includes business travelers, conventioners and tourists. In Independence, however, the impact of the dollars spent is the same, no matter where the tourist is from. It is new money coming into the community not dollars circulating within the same economic system.

On the national level tourism, a \$350 million industry, is the third largest retail industry. Tourism provides jobs for 5.83 million Americans and pays them \$73.5 billion dollars. Furthermore, This industry provides \$42.8 Billion in federal, state and local taxes (see table 4.51).

Tourism is the second largest industry in the State of Missouri. A \$6.1 billion industry, tourism employs 80,000 people who earn over one billion dollars. Tourism increases state and local taxes in Missouri by \$735 million. If tourism were to cease, the average Missouri family tax bill would increase by \$100 according to U.S. Travel Data Center.

Table 12.51

	Tourism		
	Economic Impact	Jobs	Payroll
United States	\$350,000,000,000	5,830,000	\$73,500,000,000
Missouri	\$6,100,000,000	80,000	\$1,000,000,000
Metro. Area	\$668,000,000	14,825	\$133,000,000
Independence	\$60,000,000	1,350	\$13,500,000

Source: U.S. Travel Data Center, ETC Insitute

Locally, tourism is a \$60 million dollar industry in Independence and \$668 million industry in the Metropolitan area. Tourism in Independence employs 1,350 people with a payroll of \$13.5 million annual payroll. Tourism in metropolitan area employs 14,825 people with a payroll of \$133 million annual payroll. This accounts for \$27 million in state and \$10.5 million in local taxes.

The average visitor to Independence is 41-65 years of age, taking a short vacation close to home, and probably in a group tour (\$1.6 million direct spending by motorcoach tours). As confidence in the economy increases, the number of tourist visiting the metropolitan area from the regional market will increase.

Interest in historical attractions is increasing. A Mid-America Regional Council study

found that 555,020 out-of-town visitors went to historic sites and museums in 1988.

Independence must meet the challenge to attract repeat visitor and educated prospective tourists on the many sites and attraction offered in Independence.

The Independence Tourism Department is a separate department funded by a 5% transient guest tax and is responsible for marketing Independence to individual and group tour markets. Its objective is to increase revenues to both public and private sectors through increased tourist spending. This can be accomplished by increasing the volume of tourist visiting local attractions and their average length of stay, while encouraging private-sector development that provide for tourist needs: food, lodging, personal, entertainment, and fuel or transit